

**North Carolina  
Criminal Justice Data Integration  
Pilot Program**

**Quarterly Report  
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**North Carolina  
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## **I. Background**

The Office of the State Controller (OSC) was charged with the responsibility of developing a statewide collaborative effort to modernize and standardize key State business processes. The BEACON Data Integration Program was created by Session Law 2007-323, House Bill 1473 (Appendix A), and called for the development of a Strategic Plan for Statewide Data Integration. (See also Session Law 2008-107, House Bill 2436 - Appendix B and Session Law 2009-451, Senate Bill 202 – Appendix C, Session Law 2010-31, Senate Bill 897, Appendix D).

A goal of the BEACON Data Integration Program is to provide a statewide framework that equips agencies with enterprise analytical capabilities for improved decision making. The Strategic Plan requires department senior leadership to champion the promotion of data sharing as stewards rather than owners of the State's data assets.

Data integration's foundation is based on merging and reconciling dispersed data for analytical purposes through the use of standardized tools to support quick, agile, event-driven analysis for business. In short, its mission is to transform data into meaningful information for business decisions.

In 2008 the number of disparate data sources and lack of integration across the criminal justice continuum was brought to the public's attention. In response, and in alignment with the BEACON Data Integration Strategic Plan, the General Assembly directed the Office of the State Controller, in cooperation with the State Chief Information Officer, and the BEACON Program Steering Committee, to develop and implement a Criminal Justice Data Integration Pilot Program in Wake County. The pilot program's goal is to provide criminal justice professionals with access to timely, complete and accurate information for enhanced decision making. The pilot application has been named Criminal Justice Law Enforcement Automated Data Services (CJLEADS).

The CJLEADS State project team is managed by the OSC. Subject matter expertise and guidance on industry best practices is being provided with the assistance of George Ake of the National Institute of Justice, Fletcher Clay, former Patrol Commander of the North Carolina State Highway Patrol, and Ike Avery, former Senior Deputy Attorney General of the NC Office of the Attorney General.

This report summarizes the Wake County Criminal Justice Data Integration Pilot Program activities since the April 1, 2010 quarterly report.

## **II. Criminal Justice Pilot Program for Wake County**

Session Law 2008-107, House Bill 2436, recognized the urgent need for state-of-the-art integrated criminal justice information and mandated the development and implementation of a framework for sharing of critical information as soon as possible. It created the Criminal Justice Advisory Committee, and called on the Department of Justice, the Administrative Office of the Courts, the Department of Juvenile Justice and Delinquency Prevention, the Department of Correction, the Department of Crime Control and Public Safety, the Department of Transportation, and local law enforcement agencies to fully cooperate with the Office of the State Controller and the State Chief Information Officer, to identify the informational needs, develop a plan of action, provide access to data, and implement secure integrated applications for information sharing of criminal justice and corrections data.

It required that the Pilot integrate and provide up-to-date criminal information in a centralized location via a secure connection; and comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under Federal and State law shall be limited to authorized persons

Session Law 2009-451, Senate Bill 202, subsequently directed the OSC to develop full operational capacity in Wake County during the 2009-2010 fiscal year.

### **(A) Objective**

The objective of the data integration criminal justice pilot program for Wake County is to identify the criminal justice informational needs and develop an integrated solution that is scalable for use by State and local law enforcement and others involved in the administration of justice to make better informed decisions.

### **(B). Approach**

The following groups and individuals are collaborating in the development of the Criminal Justice Pilot Program: the BEACON Program Steering Committee, the Criminal Justice Advisory Committee, the Criminal Justice Pilot Program Project Team, and the Statewide Interagency Leadership Council. A complete listing of the team members can be found in Appendix E.

Session Law 2008-107, House Bill 2436, Section 6.8.(c) 4, stated "To conduct integration activities as approved by the BEACON Program Steering Committee. The State Chief Information Officer shall utilize current enterprise licensing to implement these integration activities." In accordance with this directive, the State CIO with support from other state agencies reviewed the existing enterprise licensing with SAS Institute Inc., (SAS) and negotiated an expansion of the software license to include the Judicial Branch.

Included, at no additional charge, within this enterprise license agreement was the application development of the Wake County Criminal Justice Pilot Program. To support

the development of the pilot, SAS agreed to analyze the State's business needs, identify the data sources, integrate the offender data, and build a criminal justice pilot application for Wake County.

The State project team is working together to identify the legal, regulatory and technical requirements, along with the business rules and data sources, associated with sharing and integration of criminal justice information.

The SAS project team is following an iterative design, development and test approach in building the CJLEADS application. The development incorporates the business requirements and rules defined by the State into a web-based user interface (UI). The UI is a series of screens or reports which depict a profile of an individual's criminal justice information.

Security of criminal justice information is imperative. Within agency applications, some information is considered public information while other information is tightly secured and cannot be shared unless the law enforcement professional accessing the information meets the required certification. The CJLEADS project team identified and developed security policies and application components to meet the security requirements.

The internal State project team completed initial quality assurance (QA) and test activities to confirm the accuracy of the integrated data and the implementation of the business rules.

## **(C). Accomplishments**

### **a. Technical Data Center Environment**

The CJLEADS application is currently housed in a SAS development environment. To meet the objective of deploying a fully operational pilot in Wake County beginning June, 2010, the OSC, with the support of the State Chief Information Officer, recommended continuing SAS services to host the pilot application until design and development activities associated with the initial requirements of the application are complete.

The State and SAS collaborated to develop a technical architecture design that provides two active data center sites to ensure for high availability and failover of the system. If one environment encounters a hardware failure or power outage, the remaining site can support all users until the first site is restored.

Based on the technical design, SAS procured the required hardware and established the development, test and production environments in the SAS hosted data centers. SAS software and configuration activities are complete and the application was migrated to the new fully operational technical environment. The project team has completed user and quality assurance testing of the application in the new environment.

As defined in the contracted services, SAS worked with an independent third party vendor to conduct penetration testing on the hosted technical environment. Penetration testing activities assess the technical environment and identify any areas that may need to be addressed to ensure the security and integrity of the technical environment. The penetration testing found no areas of major security risk. All minor issues were resolved through remediation activities and a final report will be presented to the State. As each future release of the application is deployed, penetration testing will be repeated to continue to ensure the security and integrity of the application.

The technical environment has been designed to support the statewide deployment of CJLEADS. During the summer and fall of 2010, the environment will initially be deployed in a phased approach to approximately 3,000 Wake County users. Future rollouts statewide will increase the use of CJLEADS to approximately 30,000 users. As additional users are added to the system, the production environment will continue to be optimized to ensure system performance meets the needs of the end users.

The State and SAS technical team, working in collaboration with ITS, implemented the user authentication and identity management components for the CJLEADS application. NC Identity Management (NCID) is the NC's standardized identity management and access service provided to state, local, business and citizen users by the ITS. Identity management provides the ability to establish and manage user ids and passwords, authenticate users of the CJLEADS application and control access to the application and data with role based security. The integration of NCID with the CJLEADS user administration functionality is complete.

## **b. Quality Assurance and User Testing**

The project team has completed extensive quality assurance and user testing of the pilot application. In addition to the State project team members, law enforcement officers, community corrections officials, juvenile court counselors, magistrates, and district attorneys from various organizations in Wake County were asked to test the application for ease of use and functionality. Iterative and continuous testing will continue as new data sources and functionality are developed and incorporated into the application.

Testing activities focused on the following areas:

### Data Quality and Integrity

Clustering is the process through which the system evaluates individual records from the different sources and determines whether or not those records represent the same individual. As each new source of information is incorporated into the application, the clustering of the data is re-tested to ensure that the new data source did not affect the accuracy of the previous clustered information. Iterative testing allows the project team to refine the matching algorithms for a higher level of confidence and increased ability to cluster information.



Data quality issues, highlighted through testing, are a result of legacy data from older systems, inconsistent standards for data input by local agencies, inaccurate data entry, and intermittent outages between the third-party vendor interface which collects data from local agencies. CJLEADS does not modify data provided by source systems but does strive to cluster and display the data in the most appropriate manner.

The project team, working with personnel supporting the data source systems, identified and resolved a number of data issues to improve the accuracy of the information in CJLEADS. With varying data quality, however, it is difficult to ensure 100% accuracy of the clustering process.

For example, one clustering algorithm matches records based on common identifiers including name, address, date of birth, social security number and/or driver's license number. If two records match at least three of these identifiers, they are considered to be the same individual. Consider a father and son that have the same first and last name and have lived at the same address. If a data entry error results in the father's date of birth or perhaps social security number being entered on one of the son's records, information for the father and son will cluster together. When the criminal justice professional searches for the father, he/she will also see the son's information as part of the father's record and vice versa.

These types of data issues result in a very small percentage of erroneous clusters, less than .05% percent of the 13 million clusters. To ensure that the system is as transparent as possible and alerts the criminal justice professional to potential data clustering issues, the project team has identified characteristics that indicate when clustered information has potential mismatches of data. More than one DOB, more than one SSN, more than two driver's license numbers, and/or more than one gender or race, for example, alerts the system that a cluster may be at higher risk for mismatched data. Any clusters with three or more risk indicators will be flagged with a warning icon. Criminal justice professionals will be trained to carefully review any data in the flagged clusters before taking action on that information.

### **c. Design and Development**

The project development continues with a formal, yet flexible approach for requirements definition and design. Each new data source and major deliverable is defined by a detailed business requirements document and will be supported with two development releases; alpha and beta. During the alpha, or initial release of new requirements, users will be able to test the application and data and fine tune the business rules. The beta, or second release, will incorporate changes identified during the alpha testing period and will allow for final testing before sign-off of the system functionality.

The project team continues to define business requirements to support new sources of data and user functionality for the CJLEADS application. Prior to the Wake County rollout, the project team "froze" CJLEADS with a defined scope of the application for deployment. The project team completed the final quality assurance testing for the data and functionality associated with the first release of the application.

Design and development of remaining activities will continue throughout the summer and fall. As new areas of data and functionality are completed and tested, the project team will issue periodic new releases of the CJLEADS application.

Data sources and functionality included in the initial deployment to Wake County are listed below:

- Clustering

Clustered information for AOC, DOC and local jail data was completed. The clustering risk analysis was completed and the application was enhanced to identify clusters with potential mismatched information and alert the criminal justice professional to carefully review data prior to taking action on that information.

Clustering analysis, refinement, and testing will continue as each new data source is added to the application.

- Administrative Office of the Courts

Administrative Office of the Courts data (court records, images, warrants) has been integrated within the CJLEADS. The volume and complexity of the data has proven to be challenging. The AOC completed requirements and testing for the incorporation of the Master Person Key, verified and approved the photographic images, finalized the AOC court records, and signed off on their contribution to CJLEADS.

- Department of Correction

Department of Correction data (Prison, Community Corrections) has been integrated within CJLEADS. The CJLEADS application was modified to more effectively display offender prison and community corrections information. DOC has tested and approved the prison and community corrections data and functionality.

- Governor's Crime Commission - NC Local Jail Records

Jail data is collected from the Sheriffs' county jail management systems participating with the third-party vendor, Appriss, to support victim notification services. Although the jail data has a number of challenges with data quality and completeness, incorporation of this data has added information and images to provide a more complete view of an offender. The Jail data extract was enhanced to booking records associated with offenders aged 16 and 17 in jail custody as well as escape information. This change was tested and approved, and a full file replacement of the jail information was completed.

- Audit and Usage Capability

As a fully operational application, CJLEADS will track all user inquiries in an audit log. The user must provide a reason for each offender search. The search reason and search criteria will be logged, along with a record of each offender that the user selects for further review. Audit requirements have been tested and approved and basic audit reporting is complete. Audit reporting capabilities will be enhanced in future releases of the application as audit reporting needs are further defined.

- Offender Record Print Capability

The ability to print an offender record is required to support informed decision making. The print capability has been tested and approved by the project team. To conserve printing costs and minimize paper consumption, the offender record print capability allows the user to select portions of an offender's information and choose to print the selected information in summary or detail. If needed, however, the user may print a complete report of all of an offender's information.

The project team continues design and development activities for data sources and functionality to be included in the second release of the pilot application. The second release of the application will be deployed in the fall of 2010. These data sources include:

- Administrative Office of the Courts – Juvenile Case Records

The AOC and DJJDP are developing the business requirements to incorporate juvenile court case information from the Juvenile Casewise (JWISE) system. Juvenile justice information is tightly secured, and the integration of any juvenile information must comply with all State and Federal guidelines. JWISE information will be controlled with role-based security defined by the AOC.

Access to juvenile court records will be limited to district attorneys, judges, and juvenile court counselors. Magistrates will have access to certain juvenile court case records under specific circumstances as defined by law.

- Department of Transportation, Division of Motor Vehicles – DMV License, Registration and Driving Records

The Division of Motor Vehicles (DMV) currently maintains North Carolina driver's license records and vehicle registrations. The CJLEADS project team has identified DMV data as critical information to support law enforcement officers. The DOT/DMV project manager has worked with the CJLEADS project team to complete the definition of business, technical and security requirements to establish a system interface to incorporate DMV driver license information, photographic image, and vehicle registration information

into the CJLEADS application. Development of the interface to the DMV is underway. When the interface is complete, the CJLEADS application will be modified to display the DMV data appropriately.

Because DMV data may include “citizen” or non-offender information, DMV data will not be integrated with offender information. DMV data will be available to defined security roles through a separate query in the CJLEADS application. All DMV queries will be captured in the CJLEADS audit logs.

- State Bureau of Investigation – NC Sex Offender Registration Records

The NC Sex Offender Registration Records have been identified as valuable information to be included in the CJLEADS application. Data source definitions, business and security requirements have been developed and approved by the SBI.

Design and development to incorporate the NC Sex Offender Registration records is underway.

A second development phase to incorporate additional sources of criminal justice information will begin after the rollout of the pilot application to Wake County. As these data sources are developed and tested by the project team, subsequent releases of the application will provide the additional functionality to the end users. These development activities will include:

- NC Concealed Handgun Permit - data source definitions, business requirements and security have been provided by the SBI.
- Web service to provide more “real-time” data to CJLEADS for time sensitive information from the NCAWARE on-line warrant system.
- NC Wildlife Resource Commission licenses and vessel registrations.
- City County Bureau of Identification (CCBI) identifying information for any offender arrested in Wake County. The information contained in CCBI’s database will provide valuable identifying data about offenders as well as improving the ability to cluster offender information in CJLEADS.
- Identification of the technical requirements and development of a plan to establish a Disaster Recovery site at the ITS Western Data Center.
- Identification of the technical requirements, support personnel, training and skills, and activities to migrate the pilot application to a state-hosted data center environment.

#### **d. CJLEADS Business Operations**

The CJLEADS project team has established an initial business operations plan and implemented the initial phases of business operations for the Wake County Pilot Rollout.

- Access Policy and License and Usage Agreement

To ensure the integrity and security of the CJLEADS application and data contents, a Policy for Access to the CJLEADS Information System was developed and adopted in May, 2010. The policy outlines the appropriate use of the application and its data, as well as required security and user authentication policies and procedures.

A License and Usage Agreement for the CJLEADS Information System was also developed and approved. The license and usage agreement will be signed by each criminal justice organization requesting access to the CJLEADS application. The license and usage agreement ensures that the organization will comply with the policies and procedures outlined in the access policy. If an organization fails to adhere to the policies, the organization may lose access to the CJLEADS information system.

The license agreement also provides organization contact information for technical issues, training, and user administration.

- Training

The business operations team has developed a variety of CJLEADS application documentation and training materials. User guides, administrator guides, webinars, and classroom training materials have been developed to ensure that CJLEADS users have a clear understanding of the system's functionality and data content.

As the CJLEADS user population grows, the business operations team will review customer support tickets and course evaluation results from training attendees to refine and improve training materials.

- User Administration

The CJLEADS administrative tool provides agencies with the ability to authorize individuals for access into CJLEADS. Training and documentation supporting the proper procedures and policies for agency user administration will be provided.

CJLEADS project team members will act as a resource for agency administrators to assist in agency on-boarding and in resolving user administration issues. CJLEADS project team members will conduct periodic reviews of user accounts and activity to ensure that organizations are complying with CJLEADS access policies.

- Customer Support Services

The CJLEADS project team recognized that 24x7 customer support for criminal justice professionals was a critical business operations component for deploying the application. The cost and resources required to establish, equip and staff a customer support center exceeded the funding resources available.

The OSC collaborated with the DOJ Information Technology Division (DOJ-ITD) to develop an approach to leverage DOJ-ITD Customer Support Center infrastructure and personnel to provide help desk assistance for CJLEADS users and administrators. A Memorandum of Understanding outlines the support relationship between OSC and DOJ-ITD. The DOJ-ITD staff will provide initial 24x7 incident response support while CJLEADS project team members at OSC and SAS will provide secondary support for escalated incidents.

- CJLEADS Application Deployment Information Session

A CJLEADS Deployment Information Session was held on May 20, 2010 to share details about the rollout of the application to the Wake County criminal justice user community. Over 60 individuals representing 25 organizations with a criminal justice presence in the Wake County area were in attendance.

The meeting provided an overview and demonstration of the CJLEADS application, as well as the logistics for the CJLEADS rollout. Agency personnel were given checklists of required activities to prepare an agency for CJLEADS access and contact information was gathered for each agency. Meetings are being scheduled with each agency to complete the on-boarding activities.

- CJLEADS Wake Pilot Rollout

Training classes were held for magistrates, district attorneys, probation and parole officers, juvenile court counselors, DMV Theft and Fraud, and others. Over 150 criminal justice professionals trained in these classes have been testing the application and providing feedback to the project team.

Between June 25, 2010 and July 15, 2010, a series of webinars are providing refresher training to ensure that these users were educated on the newest features and/or any changes to the CJLEADS application.

The initial "Go Live" rollout in early July gave these more than 150 users access to the new production application for active use in their day-to-day business activities and decision making. While these users evaluate the production application, the business operations team is assisting additional Wake County organizations in completing their deployment activities. During the summer, each agency will sign license agreements, user administrators will attend training and will establish agency user accounts and passwords, and users will register for and attend CJLEADS training.

Training classes for new CJLEADS users will begin in early August. As each user completes the CJLEADS training class, his/her user id will be activated and he/she can begin to use the CJLEADS application. The training schedule will provide the opportunity for all users with a presence in Wake County to complete training and access CJLEADS by the end of October, 2010. The business operations team anticipates training over 3,000 Wake County users during this period.

- **CJLEADS Wake Pilot Evaluation**

The CJLEADS rollout and training schedule should allow nearly all of the 3,000 users in Wake County to be actively using the application by the end of October, 2010. The project team will use a variety of metrics to evaluate the system's performance against expectation. This evaluation of performance will enable the team to optimize the application, improve and refine business operations and effectively plan for expansion statewide.

Quantitative metrics to evaluate system acceptance and performance may include:

- Number of criminal justice organizations on-boarded with active users
- Number of daily users
- Number of daily offender searches and number of records accessed per user
- Number of printed reports
- Evaluation of Customer Support statistics
- Training attendance

Qualitative performance will be evaluated through feedback from CJLEADS users obtained through surveys, one-on-one contact and other methods of communications.

## **e. Project and Data Governance**

The implementation of integrated data creates a paradigm shift where single-focused data becomes enterprise information. Recognizing the challenges that accompany this shift and the need to develop a new model of shared governance to support the integrated delivery of criminal justice information, senior leadership from the Executive and Judicial branches of government as well as various Federal and local law enforcement agencies have agreed to serve on an Interagency Leadership Governance Council. The Interagency Leadership Governance Council will provide leadership, collaborate on the development of appropriate policies and uniform standards and implement appropriate business strategies for support of Criminal Justice enterprise information exchange.

OSC will continue to manage the design and development of the CJLEADS application as well as the development of the business operations to support the Wake County rollout until a governance council has been established and business operations, policies and procedures have been implemented.

#### **f. Communication**

OSC personnel continue to share the mission, objectives and status of the CJLEADS project with criminal justice organizations and senior leadership. Group and individual presentations, as well as training sessions for test users, have been made since April 1, 2010 to the following audiences:

- Wake County Advisory Committee, April 9, 2010
- Interagency Leadership Council, April 14, 2010
- US Drug Enforcement Agency, April 20, 2010
- Federal Bureau of Investigation, April 26, 2010
- North Carolina Magistrates' Conference, April 27, 2010
- Department of Justice Information Technology Division, May 5, 2010
- Wake Delegation, May 17, 2010
- CJLEADS Application Deployment Information Session, May 20, 2010
- Congressman David Price, May 24, 2010
- Knightdale and Zebulon Police Departments, June 8, 2010
- Government Vendor Council Meeting, June 15, 2010

#### **(E). Challenges**

The integration of data across disparate applications brings with it many challenges. The following issues have been identified:

##### **a. Project Timeline**

The project timeline had been aggressive. The next year will continue to present challenges as the project team simultaneously continues application deployment to Wake County, design and development, plans for the transition of the application to a state hosted facility, and plans the expansion from the pilot in Wake County to statewide implementation.

##### **1. Wake County Rollout**

The project team will continue to refine and expand business operations, offering training classes to support over 3,000 users in Wake County, collaborate with DOJ-ITD to establish robust customer support services, begin planning for statewide expansion activities, and formalize audit reporting and procedures.

The State will hire additional training, user administration, auditing, and customer support services personnel to support business operations as CJLEADS is expanded beyond Wake County.



## **2. Statewide Rollout Planning**

Senate Bill 202 Session Law 2009-451 directs the OSC to achieve and demonstrate full operational capability of the pilot program in Wake County before the system is expanded to other areas of the State. The law further directs the OSC to develop a detailed plan for statewide expansion for the CJLEADS application.

The OSC provided a statewide rollout plan that detailed the following:

- A statewide implementation schedule
- Requirements of individual users to participate in this program
- Detailed cost information for the development and implementation of a statewide system, including any user costs
- Other issues associated with the implementation of the system

Information on the statewide rollout plan is available at  
[http://www.osc.nc.gov/cjleads/BEACON\\_Criminal\\_Justice\\_Pilot\\_Rollout\\_Report.pdf](http://www.osc.nc.gov/cjleads/BEACON_Criminal_Justice_Pilot_Rollout_Report.pdf)

Senate Bill 897 Session Law 2010-31 states that the Office of the State Controller shall not expand CJLEADS beyond Wake County without prior coordination with the Department of Justice. OSC will collaborate with NC DOJ to determine future rollout direction.

## b. Funding Availability

Given the current economic conditions, funding for the pilot application development, statewide rollout and on-going operations and maintenance represents a significant financial challenge. \$9.5 million was requested to fully fund the project for FY 2010-2011. The FY 2010-2011 budget provides \$8.8 million to continue the development, operations, deployment of CJLEADS to Wake County, and potential expansion beyond Wake County. The reduced funding will delay hiring and training of project support personnel.

### Estimated Costs

	<b>FY 2009- 2010 Estimated Cost</b>	<b>FY 2010- 2011 Estimated Cost</b>	<b>FY 2011- 2012 Estimated Cost*</b>	<b>FY 2012- 2013 Estimated Cost</b>	<b>FY 2013- 2014 Estimated Cost</b>
<b><u>SAS Hosted Solution</u></b>					
State Business and Technical Personnel Resources	\$1,785,000	\$2,712,000	\$3,022,000	\$4,072,000	\$4,072,000
Development/Hosting/Software	<u>\$7,449,412</u>	<u>\$6,884,591</u>	<u>\$8,599,000</u>	<u>\$4,209,000</u>	<u>\$4,209,000</u>
<b>Total</b>	<b><u>\$9,234,412</u></b>	<b><u>\$9,596,591</u></b>	<b><u>\$11,621,000</u></b>	<b><u>\$8,281,000</u></b>	<b><u>\$8,281,000</u></b>

\* Year 3 includes estimated costs to establish a Disaster Recovery site and migrate the application to a state hosted data center.

Estimated costs represent direct project costs including vendor licensing, development and hosting services, and full-time project personnel. Costs associated with personnel representing agencies on the project team and supporting data interfaces with the CJLEADS application have not been included.

## Return on Investment

CJLEADS has a three-year estimated cost of \$27 million to support 30,000 criminal justice professionals statewide. The creation of a Disaster Recovery site at the ITS Western Data Center and the migration of the application to a state environment in Year 3 would require an estimated additional \$2 Million.

Initial estimates of on-going operations and maintenance are approximately \$8 million annually. Intangible benefits of implementing the pilot application in Wake County are estimated to be approximately \$7.19 million annually. These projected savings include:

- CJLEADS will provide a more efficient method for law enforcement searches by providing a wider variety of information through a single search facility. Estimates indicate that law enforcement officers would conduct 4 searches per hour of the work day. If one-third of the law enforcement officers in Wake County (1,000 LEOs) save one minute per search, the cost savings annually would be approximately \$4.87 million. This does not represent a reduction in workforce, but improved efficiency as well as improved information and decision making by law enforcement officers.
- Wake County courts estimate that CJLEADS will save 33% of the resource time required to research information per court case. Based on 14,500 felony cases per year, CJLEADS would save \$72,500 annually in Wake County for felony case research. This does not represent a reduction in workforce, but an improved efficiency as well as improved information and decision making by court officials.
- Similar to an appraisal of the value of life in court cases, based upon life span and earning potential, an average estimate of the value of a life saved is \$1.125 million. If the use of CJLEADS saves 2 lives annually, the intangible benefit is \$2.25 million per year.

These numbers are based on the application in a Wake County environment only and would multiply as the application is expanded for statewide consumption. Given these intangible benefits compared to project costs, the return on investment analysis demonstrates a project break-even timeframe of four years, or after the second full year of operations.

The Return on Investment analysis is provided in Appendix F.

## Expenditures FY 2009-2010

Expenditures as of May 31, 2009 are provided below:

As of May 31, 2009

	<u>Estimated Cost</u>	<u>Expended</u>	<u>Available Balance</u>
<b><u>CJLEADS Expenditures</u></b>			
Total Project FY 2009 - 2010	\$9,234,412		
State Project Team Expenditures		\$258,183	
Pilot Hosting Contract Services		\$2,924,412	
Pilot Development Contract Services		\$1,629,824	
SAS ELA Renewal		\$2,000,000	
Miscellaneous Expenditures		\$675	
<b>Total</b>	<b><u>\$9,234,412</u></b>	<b><u>\$6,813,094</u></b>	<b><u>\$2,421,318</u></b>

## Funding

Senate Bill 897 Session Law 2010-31 provides \$8.8 million in funding for FY 2010-2011. The following chart provides a summary of funding allocation to support the production implementation of the CJLEADS Wake County Pilot application.

### FY 2010 - 2011

	<u>Appropriated/ Available</u>	<u>Committed/ Expended</u>
<b><u>CJLEADS Funds</u></b>		
FY 2010-2011 Appropriation	\$8,860,088	
SAS Contractual Hosting Services		\$2,438,991
SAS Contractual Development Services		\$2,225,814
SAS Judicial Branch License		\$2,000,000
State Project Team Expenditures		\$2,195,283
<b>CJLEADS Total</b>	<b><u>\$8,860,088</u></b>	<b><u>\$8,860,088</u></b>
Unexpended Data Integration Funds	\$3,000,000	
Executive Branch ELA Renewal		\$3,000,000 *
<b>CJLEADS Total</b>	<b><u>\$3,000,000</u></b>	<b><u>\$3,000,000</u></b>
<b>Total</b>	<b><u>\$11,860,088</u></b>	<b><u>\$11,860,088</u></b>

\* Senate Bill 897 Session Law 2010-31 directs \$2,000,000 to the Executive Branch ELA.

### **c. Resource Availability**

The CJLEADS state project team is comprised of over 100 state employees from various agencies. Most of these personnel resources are participating on the CJLEADS project in addition to completing their day-to-day job responsibilities. While the state project team has been actively engaged and supportive of the project, limited resources within each agency, as well as conflicting projects and priorities, have at times impacted the ability of those resources to meet project deadlines and provide the responsiveness necessary to maintain the project schedule.

The OSC has hired additional resources dedicated to the development and operational support of the CJLEADS project. Funding to complete the development of the application, as well as funding to support the operations and maintenance of the application in the long term, enables the OSC to continue to develop a skilled support team to assist in project development and sustainability.

### **d. Data Accessibility**

While significant progress has been made in integrating North Carolina's criminal justice data, several issues continue to be a challenge to complete integration. The challenge of accurately matching data for disparate source systems, ensuring data quality and accuracy and providing adequate security and auditing of data access remains a challenge to the project team. The project team continues to refine data formats, business rules, and system functionality to ensure the quality and accuracy of the data.

## **(G). Next Steps**

The following activities will be undertaken during the third quarter of 2010:

1. Additional design and development activities that will continue through fall 2010
  - a. Complete the NC DMV Driver's License and Vehicle Registration data interface and functionality
  - b. Resolve remaining issues with AOC juvenile court records and complete the incorporation of JWISE data
  - c. Complete the incorporation of the NC Sex Offender Registry data
2. Begin work on additional design/development activities including
  - a. Modification of the application to provide night vision for law enforcement officers
  - b. Incorporation of NC Concealed Handgun Permit information
  - c. Incorporation of Wildlife license and vessel registration information
  - d. Incorporation of CCBI data
  - e. Design and development of web services for automation and more "real-time" data interfaces
  - f. Development of a disaster recovery plan

- g. Development of a migration plan to migrate the pilot application to a state-hosted data center environment
- 3. State project team members will continue to expand business operations for statewide expansion.
- 4. The Interagency Leadership Council will provide guidance and support for the CJLEADS pilot application during the Wake County roll out. The council will address future governance structure and procedures to support the migration and operations and maintenance of CJLEADS in a production environment.
- 5. The State project team will document areas for continuous improvement and future enhancements for the CJLEADS application.

## **Appendix A: SESSION LAW 2007-323, HOUSE BILL 1473**

AN ACT TO MAKE BASE BUDGET APPROPRIATIONS FOR CURRENT OPERATIONS OF STATE DEPARTMENTS, INSTITUTIONS, AND AGENCIES, AND FOR OTHER PURPOSES.

### **BEACON DATA INTEGRATION**

**SECTION 6.8.(a)** The Office of the State Controller, in cooperation with the State Chief Information Officer, shall develop a Strategic Implementation Plan for the integration of databases and the sharing of information among State agencies and programs. This plan shall be developed and implemented under the governance of the BEACON Project Steering Committee and in conjunction with leadership in State agencies and with the support and cooperation of the Office of State Budget and Management. This plan shall include the following:

- (1) Definition of requirements for achieving statewide data integration.
- (2) An implementation schedule to be reviewed and adjusted by the General Assembly annually based on funding availability.
- (3) Priorities for database integration, commencing with the integration of databases that the BEACON Project Steering Committee identifies as most beneficial in terms of maximizing fund availability and realizing early benefits.
- (4) Identification of current statewide and agency data integration efforts and a long-term strategy for integrating those projects into this effort.
- (5) Detailed cost information for development and implementation, as well as five years of operations and maintenance costs.

While it is the intent that this initiative provide broad access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to appropriate and authorized persons.

**SECTION 6.8.(b)** The State Controller shall serve as Chairman of the BEACON Project Steering Committee (Committee). The other members of the Committee shall include the State Chief Information Officer, the State Personnel Director, the Deputy State Budget Director, and the Department of Transportation's Chief Financial Officer.

**SECTION 6.8.(c)** Of the funds appropriated from the General Fund to the North Carolina Information Technology Fund, the sum of five million dollars (\$5,000,000) for the 2007-2008 fiscal year shall be used for BEACON data integration as provided by subsection (a) of this section. The Office of the State Controller, in coordination with State agencies and with the support of the Office of State Budget and Management, shall identify and make all efforts to secure any federal matching funds or other resources to assist in funding this initiative.

Funds authorized in this section may be used for the following purposes:

- (1) To support the cost of a project manager to conduct the activities outlined herein reportable to the Office of the State Controller.
- (2) To support two business analysts to provide support to the program manager and agencies in identifying requirements under this program.
- (3) To engage a vendor to develop the Strategic Implementation Plan as required herein.
- (4) To conduct integration activities as approved by the BEACON Project Steering Committee. The State Chief Information Officer shall utilize current enterprise licensing to implement these integration activities.

**SECTION 6.8.(d)** The Office of the State Controller, with the assistance of the State Chief Information Officer, shall present the Strategic Implementation Plan outlined by this section to the 2007 Regular Session of the General Assembly when it convenes in 2008 for action as deemed appropriate. This plan shall be completed not later than April 30, 2008.

Prior to the reconvening of the 2007 Regular Session of the General Assembly in 2008, the Office of the State Controller shall provide semiannual reports to the Joint Legislative Oversight Committee for Information Technology. Written reports shall be submitted not later than October 1, 2007, and April 1, 2008, with presentations of the reports at the first session of the Joint Legislative Oversight Committee on Information Technology following the written report submission date. The Joint Legislative Oversight Committee on Information Technology shall then report to the Joint Legislative Commission on Governmental Operations.

**SECTION 6.8.(e)** Neither the development of the Strategic Information Plan nor the provisions of this section shall place any new or additional requirements upon The University of North Carolina or the North Carolina Community College System.

**Ratified July 31, 2007**



## **Appendix B: SESSION LAW 2008-107, HOUSE BILL 2436**

AN ACT TO MODIFY THE CURRENT OPERATIONS AND CAPITAL APPROPRIATIONS ACT OF 2007, TO AUTHORIZE INDEBTEDNESS FOR CAPITAL PROJECTS, AND TO MAKE VARIOUS TAX LAW AND FEE CHANGES.

### **CRIMINAL JUSTICE DATA INTEGRATION PILOT PROGRAM**

**SECTION 6.15.(a)** The General Assembly finds that the State's Uniform Crime Reporting technology is based on procedures developed in the 1930s and a design plan developed in the late 1980s. Based on recent unfortunate events, it is abundantly clear that the State must establish a framework for sharing critical information, and the framework must be implemented as soon as possible. With improved access to timely, complete, and accurate information, the members of the General Assembly, leadership in State and local law enforcement agencies, law enforcement officers, and everyone working in the criminal justice system can enhance their ability to make decisions on behalf of the people of the State, with fewer decisions based on instinct or guesswork.

The General Assembly further finds that the April 2008 Beacon Report on a Strategic Plan for Data Integration recommends the development and implementation of a Crime Reporting Re-Design Project, a statewide crime analysis system designed to save time, save money, and save lives.

**SECTION 6.15.(b)** The Office of the State Controller, in cooperation with the State Chief Information Officer, and under the governance of the BEACON Project Steering Committee, shall by May 1, 2009, develop and implement a Criminal Justice Data Integration Pilot Program in Wake County in cooperation and communication with the advisory committee established pursuant to subsection (c) of this section and the leadership of State and local agencies. This pilot program shall integrate and provide up-to-date criminal information in a centralized location via a secure connection for use by State and local government. The pilot program vendor shall be selected by October 1, 2008.

While it is the intent that this initiative provide a broad new access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to authorized persons.

**SECTION 6.15.(c)** The Advisory Committee to the Criminal Justice Data Integration Pilot program is hereby established. The Advisory Committee shall consist of the following members:

- (1) The District Attorney for Prosecutorial District 10, who shall serve as chair.
- (2) The senior resident superior court judge for Superior Court Districts 10A through 10D.
- (3) A Wake County magistrate designated by the senior resident superior court judge.
- (4) The Clerk of Superior Court of Wake County.
- (5) The sheriff of Wake County.
- (6) The judicial district manager for District 10 of the Division of Community Corrections.
- (7) The chief court counselor for District Court District 10.
- (8) The president of Duke University and the chancellor of The University of North Carolina, or their designees.

**SECTION 6.15.(d)** The Advisory Committee, the Department of Justice, the Administrative Office of the Courts, the Department of Juvenile Justice and Delinquency Prevention, the Department of Correction, the Department of Crime Control and Public Safety, the Department of Transportation, and local law enforcement agencies shall fully cooperate with the Office of the State Controller and the State Chief Information Officer, under the guidance of the BEACON Steering Committee, to identify the informational needs, develop a plan of action, provide access to data, and implement secure integrated applications for information sharing of criminal justice and corrections data.

**SECTION 6.15.(e)** Of the funds appropriated in this act, the sum of five million dollars (\$5,000,000) may be used to support the Criminal Justice Data Integration Pilot Program. Other funds available to BEACON may also be used for this purpose.

The Office of the State Controller, with the support of the Office of State Budget and Management, shall identify and make all efforts to secure any matching funds or other resources to assist in funding this initiative.

**SECTION 6.15.(f)** The Office of the State Controller, with the support of the Advisory Committee and the State Chief Information Officer, shall provide a written report of the plan's implementation progress to the House of Representatives and Senate Appropriations Committees, to the Joint Legislative Oversight Committee on Information Technology, and to the Fiscal Research Division on a quarterly basis beginning October 1, 2008.

## **BEACON DATA INTEGRATION**

**SECTION 6.16.(a)** The Office of the State Controller, in cooperation with the State Chief Information Officer, shall begin implementation of the Beacon Strategic Plan for Data Integration, issued in April 2008. This plan shall be implemented under the governance of the BEACON Project Steering Committee and in conjunction with leadership in appropriate State agencies and with the support and cooperation of the Office of State Budget and Management.

While it is the intent that this initiative provide broad access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to appropriate and authorized persons.

**SECTION 6.16.(b)** The State Controller shall serve as the Chairman of the BEACON Project Steering Committee. The other members of the committee shall be the State Chief Information Officer, the State Treasurer, the Attorney General, the Secretary of Correction, the Administrative Officer of the Courts, the State Budget Officer, and the Chief Financial Officer of the Department of Transportation.

**SECTION 6.16.(c)** Of the funds appropriated from the General Fund to the North Carolina Information Technology Fund, the sum of five million dollars (\$5,000,000) for the 2008-2009 fiscal year shall be used for BEACON data integration as provided by subsection (a) of this section. Funds to support this activity shall also be the unexpended balance from the funds appropriated for BEACON/Data Integration Funds in Section 5.3(b) of S.L. 2007-323. The Office of the State Controller, with the support of the Office of State Budget and Management, shall identify and make all efforts to secure any matching funds or other resources to assist in funding this initiative.

**SECTION 6.16.(d)** Funds authorized in this section may be used for the following purposes:

- (1) To support the cost of a project manager to conduct the activities outlined herein reportable to the Office of the State Controller.
- (2) To support two business analysts to provide support to the program manager and agencies in identifying requirements under this program.

- (3) To establish a Business Intelligence Competency Center (BICC), a collaborative organization comprised of both technical and business stakeholders, to support and manage the business need for analytics through the development of standards and best practices.
- (4) To engage a vendor to implement the Strategic Implementation Plan as required herein.
- (5) To conduct integration activities as approved by the BEACON Project Steering Committee. The State Chief Information Officer shall use current enterprise licensing to implement these integration activities.

**SECTION 6.16.(e)** Prior to the convening of the 2009 General Assembly, the Office of the State Controller shall provide semiannual reports to the Joint Legislative Oversight Committee for Information Technology. Written reports shall be submitted not later than October 1, 2008, and April 1, 2009, with presentations of the reports at the first session of the Joint Legislative Oversight Committee on Information Technology following the written report submission date. The Joint Legislative Oversight Committee on Information Technology shall then report to the Joint Legislative Commission on Governmental Operations.

**SECTION 6.16.(f)** Neither the implementation of the Strategic Information Plan nor the provisions of this section shall place any new or additional requirements upon The University of North Carolina or the North Carolina Community College System.

**Ratified July 16, 2008**

## ***SESSION LAW 2008-118, HOUSE BILL 2438***

AN ACT TO MAKE TECHNICAL, CLARIFYING, AND OTHER MODIFICATIONS TO THE STATE BUDGET.

**SECTION 2.3.** Section 6.16(b) of S.L. 2008-107 reads as rewritten:

**"SECTION 6.16.(b)** The State Controller shall serve as the Chairman of the BEACON Project Steering Committee. The other members of the committee shall be the State Chief Information Officer, the State Treasurer, the Attorney General, the Secretary of Correction, the Administrative Officer of the Courts, the State Budget Officer, the Secretary of Administration, and the Chief Financial Officer of the Department of Transportation."

**Ratified July 18, 2008**

## **Appendix C: SESSION LAW 2009-451, Senate Bill 202**

AN ACT TO MAKE BASE BUDGET APPROPRIATIONS FOR CURRENT OPERATIONS OF STATE DEPARTMENTS, INSTITUTIONS, AND AGENCIES, AND FOR OTHER PURPOSES.

### **BEACON DATA INTEGRATION**

**SECTION 6.9.(a)** The Office of the State Controller, in cooperation with the State Chief Information Officer, shall continue the implementation of the BEACON Strategic Plan for Data Integration, issued in April 2008. The plan shall be implemented under the governance of the BEACON Project Steering Committee and in conjunction with leadership in appropriate State agencies and with the support and cooperation of the Office of State Budget and Management.

While it is the intent that this initiative provide broad access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal or State law shall be limited to appropriate and authorized persons.

**SECTION 6.9.(b)** The Office of State Controller shall give the Criminal Justice Data Integration Pilot Program first priority for funding and for system development and implementation.

The Office of State Controller shall determine the amount of funding required to (i) fully support the Criminal Justice Data Integration Pilot Program effort and (ii) develop full operational capability in Wake County during the 2009-2010 fiscal year. The Office of State Controller shall not otherwise obligate these funds.

**SECTION 6.9.(c)** By September 1, 2009, the Office of State Controller shall report to the Joint Legislative Oversight Committee on Information Technology and to the Fiscal Research Division on (i) funding requirements and sources of funds for the Criminal Justice Data Integration Pilot Program for the 2009-2010 fiscal year and (ii) the anticipated uses of any remaining funds for the BEACON Data Integration Program. The Office of State Controller shall spend funds to support the BEACON Data Integration Program only as is specifically authorized in Section 6.16(d) of S.L. 2008-107.

By October 1, 2009, the Office of State Controller, in coordination with the State Chief Information Officer, shall also report on future costs for implementing the BEACON Data Integration Program, including outside vendor costs. This report shall include a detailed explanation of potential costs and the efforts participating agencies are making to reduce these costs. This report shall be presented to the Joint Legislative Oversight Committee on Information Technology and written reports shall be provided to the House of Representatives and Senate Appropriations Committees and to the Fiscal Research Division.

### **CRIMINAL JUSTICE DATA INTEGRATION PILOT PROGRAM**

**SECTION 6.10.(a)** The Office of the State Controller, in cooperation with the State Chief Information Officer and under the governance of the BEACON Project Steering Committee, shall continue the development of the Criminal Justice Data Integration Pilot Program in Wake County as specified in Section 6.15 of S.L. 2008-107. The Office of State Controller shall achieve and demonstrate full operational capability of the pilot program in Wake County before the system is expanded to other areas of the State.

**SECTION 6.10.(b)** The Criminal Justice Data Integration Pilot Program shall continue to comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to authorized persons.

**SECTION 6.10.(c)** The Office of State Controller shall develop a detailed plan for the statewide expansion of the Criminal Justice Data Integration Pilot Program. This plan shall include the following:

- (1) An implementation schedule;
- (2) The requirements individual users must meet to participate in the program;
- (3) Detailed cost information for the development and implementation of a statewide system, including any user costs;
- (4) A governance structure for management and oversight of the system; and
- (5) Any other issues associated with the implementation of the system.

The Office of State Controller shall submit this plan to the House of Representatives and Senate Appropriations Committees, the Joint Legislative Oversight Committee on Information Technology, and the Fiscal Research Division by January 31, 2010.

**SECTION 6.10.(d)** The Office of State Controller shall work with the data integration software vendor to ensure that licenses are obtained at the least possible cost.

**SECTION 6.10.(e)** A State agency data center shall host the Criminal Justice Data Integration Pilot Program. The Office of State Controller shall identify a State data center to host the program and shall report its recommendation to the Joint Legislative Oversight Committee on Information Technology by August 31, 2009.

**SECTION 6.10.(f)** Funds appropriated for the Criminal Justice Data Integration Pilot Program shall only be used for that program. The Criminal Justice Data Integration Pilot Program shall have first priority for funds available to the BEACON Data Integration Program.

**SECTION 6.10.(g)** The Office of State Controller shall continue to provide quarterly written reports on the program's progress to the House of Representatives and Senate Appropriations Committees, to the Joint Legislative Oversight Committee on Information Technology, and to the Fiscal Research Division beginning October 1, 2009.

## **Appendix D: SESSION LAW 2010-31, HOUSE BILL 897**

### **CRIMINAL JUSTICE LAW ENFORCEMENT AUTOMATED DATA SERVICES (CJLEADS)**

**SECTION 6.10.(a)** The Department of Justice and the Office of the State Controller, in cooperation with the State Chief Information Officer, shall:

- (1) Continue the implementation of the Criminal Justice Data Integration Pilot Program, which is now known as the Criminal Justice Law Enforcement Automated Data Services (CJLEADS), in Wake County;
- (2) Develop a plan to transition CJLEADS to the Department of Justice beginning July 1, 2011, with all the elements of a Type I transfer as defined in G.S. 143A-6; and
- (3) Provide quarterly reports on the status of the Program and the transition plan to the Joint Legislative Oversight Committee on Information Technology beginning October 1, 2010.

The Office of the State Controller shall not expand CJLEADS beyond Wake County without prior coordination with the Department of Justice.

**SECTION 6.10.(b)** The Department of Justice shall administer CJLEADS with the assistance of a Leadership Council consisting of:

- (1) The Attorney General;
- (2) The Director of Administrative Office of the Courts;
- (3) The Secretary of the Department of Correction;
- (4) The Secretary of Crime Control and Public Safety;
- (5) The Secretary of the Department of Juvenile Justice and Delinquency Prevention;
- (6) The Commissioner of Motor Vehicles, Department of Transportation;
- (7) The President of the North Carolina Association of Chiefs of Police;
- (8) The Executive Vice President of the North Carolina Sheriffs' Association, Inc.;
- (9) A representative of the Federal Bureau of Investigation, who shall be a nonvoting member;
- (10) The State Controller; and
- (11) The State Chief Information Officer.

**SECTION 6.10.(c)** Data that is not classified as a public record under G.S. 132-1 shall not be considered a public record when incorporated into the CJLEADS database.

**SECTION 6.10.(d)** To maintain the confidentiality requirements attached to the information provided to CJLEADS by the various State and local agencies, each source agency providing data for CJLEADS shall be the sole custodian of the data for the purpose of any request for inspection or copies thereof under Chapter 132 of the General Statutes. CJLEADS shall only allow access to data from the source agencies in accordance with rules adopted by the respective source agencies.

**SECTION 6.10.(e)** The transfer of the hosting of CJLEADS to the Department of Justice shall be completed by July 1, 2012.

## **Appendix E: Criminal Justice Pilot Program Committee Membership**

### **BEACON Program Data Integration Steering Committee**

Agency	Representatives
Office of the State Controller	David McCoy, State Controller – Committee Chair
Office of Information Technology Services	George Bakolia, Senior Deputy Chief CIO
Department of Correction	Alvin Keller, Secretary of Correction
Department of Administration	Moses Carey, Secretary of Administration
Department of Transportation	Mark Foster, Chief Financial Officer
Department of the State Treasurer	Janet Cowell, State Treasurer
North Carolina Department of Justice	Robin Pendergraft, Director, State Bureau of Investigation
Office of State Budget and Management	Charlie Perusse, State Budget Director
Administrative Office of the Courts	Judge John Smith, Director, Administrative Office of the Courts

### **Advisory Committee**

Representatives
Colon Willoughby, Wake County District Attorney - Committee Chair
Maggie Brewer, 10 <sup>th</sup> Judicial District Manager, Division of Community Corrections
Howard Cummings, Wake County Assistant District Attorney
Lorrin Freeman, Clerk of Superior Court, Wake County
Barker French, appointee representing President of Duke University
Sheriff Donnie Harrison, Wake County Sheriff's Office
Diane Isaacs, Acting 10 <sup>th</sup> Judicial District Manager, Division of Community Corrections
Tim Montgomery, Chief Juvenile Court Counselor, 10 <sup>th</sup> Judicial District
Judge Robert Rader, Chief District Court Judge, 10 <sup>th</sup> Judicial District
Judge Donald Stephens, Senior Resident Superior Court Judge, 10 <sup>th</sup> Judicial District
Magistrate Judge Gary Wills, Chief Magistrate Judge, 10 <sup>th</sup> Judicial District
Chris Creech, Information Technology Manager for the Wake County, Sheriff's Office
Professor Joe Kennedy, University of North Carolina

## Collaborative Agencies

### Representation

Department of Justice  
Administrative Office of the Courts  
Department of Juvenile Justice and Delinquency Prevention  
Department of Correction  
Department of Crime Control and Public Safety  
Department of Transportation  
Local Law Enforcement Agencies

## Working Project Team

### Representation

George Ake, NIJ Representative  
Debbie Allen, GCC, NC SAVAN Coordinator  
Ike Avery, OSC, Subject Matter Expert  
Doug Banich, ITS  
Roger Banner, AOC, Applications Analyst Programmer  
Jennifer Barbour, AOC, NCAWARE/Magistrate - Systems Analyst  
Jordan Beltz, AOC, Applications Analyst Programmer Specialist  
Ronnie Blake, DOJ, IT Project Director  
Maggie Brewer, DOC, 10th Judicial District Manager  
Bob Brinson, DOC, Chief Information Officer  
Richard H. Brown, Wake County Courts  
Leah Bryant, AOC, Administrator for Application Development  
Carol Burroughs, OSC, Project Manager – Criminal Justice Pilot Program  
Paul Cash, AOC Application Analyst  
Jessica Chen, AOC, Data Base Administrator  
Fletcher Clay, OSC, Subject Matter Expert  
Cindy Cousins, DOC, Application Systems Manager  
Chris Creech, Wake County Sheriff's Office, Information Technology Manager for Wake County



## Representation

### Working Project Team (continued)

Stephen Dooda, DOT, Project Manager

Brenda Freeman, DOT – DMV, Adjudication & Support Services, Asst. Director of Adjudication

Audrea Dale, AOC

Bob Drichel, AOC, Tech Support Operations Manager

Ann Ennis, DOJ

Claire Ennis, OSC

LaVonda Fowler, CJIN, Subject Matter Expert Criminal Justice Information Network

Tom Frantz, AOC

Lorin Freeman, Wake County Courts, Clerk of Superior Court

Barker French, Appointee Representing Duke University

Sam Ghosh, AOC, Applications Analyst Programmer

Bob Giannuzzi, EPMO, Project Management Advisor (PMA)

Janet Greene, AOC, Asst. Administrator for Application Development

Shannon Hanes, DJJDP, Business Analyst

Tom Havener, AOC, Database Administrator

Rena Henry, DOT – IT, State Automated Driver's License System, Development Supervisor, DOT-IT

Bill Hudson, AOC, Application Analyst

Diane Isaacs, DOC, Acting 10th Judicial District Manager

David Jones, DJJDP

Gary Kearney, DJJDP, Chief Information Officer

Ethel Keen, DOT-DMV, Assistant Director Traffic Records Branch

David Keys, DOC, IT Director

Nancy Kiesenhofer, AOC, Systems Analyst

Stephen Lamm, DOT – DMV, Inspector/Fraud Special Operations

Mark Lang, DOJ, Security Manager

Joseph Patrick Latour, Wake County Courts

Cliff Layman, AOC, Chief Information Officer

Nancy Lowe, DOJ – IT, Chief Information Officer

Basil McVey, AOC, Court Services Officer

Kay Meyer, OSC, Project Director BEACON Data Integration

## Representation

### Working Project Team (continued)

Suanne Middleton, Buncombe County Courts  
Tom Newsome, OSC, Chief Deputy Controller  
Lorri Olszanowski, DOC, Database Administrator  
Jerry Page, AOC, ACIS Programmer  
Troy Page, AOC, Assistant Legal Counsel  
Abraham Palmer, AOC, Application Analyst  
Randy Barnes, DOT, Chief Information Officer  
Kathy Pavel, DOJ  
Wyatt Pettingill, DOJ-SBI, Assistant Special Agent in Charge  
Tim Pursell, Information Technology Services  
David Prince, DOJ, IT Project Director  
Rebecca Saleeby, AOC  
Lucyna Schroeder, AOC, Application Analyst  
Michael Singletary, DOC, Chief Information Officer  
Archie Smith, AOC, Security, DASD Administrator  
Kandimalla Srinivasarao, DOT-IT  
Gregg Stahl, AOC, Deputy Director  
Kiran Talasila, Information Technology Services  
Jimmy Tew, DOJ, Systems Programmer  
Wanda Thomas, AOC, TSD- Application Development Manager  
Carla Thorpe, DOT – IT, State Automated Driver's License System, Application Development Manager,  
George Tkach, DJJDP, Database Administrator  
Gene Vardaman, CJIN, Executive Director  
James Walston, DOT  
Barbara Webb, DOT – DMV, Adjudication & Support Services, Manager - Technical Services Branch  
Albert Williams, Buncombe County Courts  
Cynthia M. Williams, DOC – DCC, Chief of Support Services  
Frank Blair Williams, Wake County Courts  
Lik Yam, AOC, Application Analyst

## Appendix F: Return on Investment Analysis

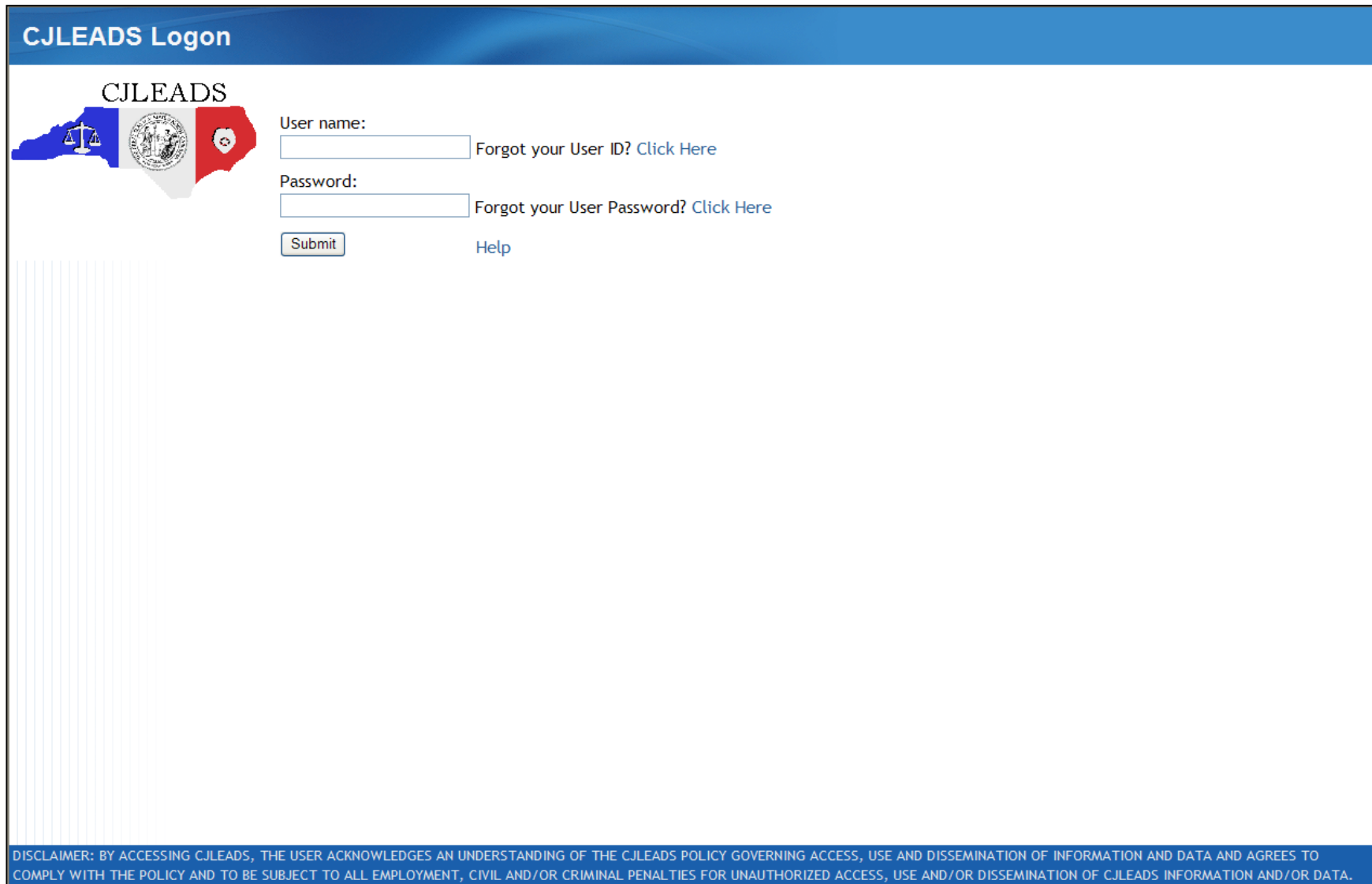
Category		Item	Type	Amount			Type	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
(actuals)														
			Wake County Felony cases per year	time save per case (minutes)*	Time Saved in Hours per year	Hourly Rate	Estimated Saving per Year							
Automation	Post Pilot -Automation of offender look up for Wake County	Annual	14500	10	2417	30	\$ 72,500	intangible		\$ -	\$ 72,500	\$ 72,500	\$ 72,500	\$ 72,500
			Estimated Daily Offender Searches by LEO for Wake County	time save per Offender search (minutes)*	Time Saved in Hours per year	Hourly Rate	Estimated Saving per Year							
Automation	Post Pilot -Automation of offender look up for Law Enforcement	Annual	32000	1	194667	25	\$ 4,866,667	intangible	0	\$ -	\$ 4,866,667	\$ 4,866,667	\$ 4,866,667	\$ 4,866,667
(actuals) Sub Total									\$ -	\$ -	\$ 4,939,167	\$ 4,939,167	\$ 4,939,167	\$ 4,939,167
Avoided Costs														
			Number of Potential Lives Saved			Value of a Life	Total Value							
Cost Avoidance	Post Pilot - Save four lives with integration of offender information	Annual	2			\$ 1,125,000	\$ 2,250,000	intangible		\$ -	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000
Avoided Costs Sub Total									\$ -	\$ -	\$ 7,189,167	\$ 7,189,167	\$ 7,189,167	\$ 7,189,167
Pilot Development Cost														
ANNUAL														
Actual Pilot Development									\$ 2,128,091					
Estimated Costs - Pilot Development - PPM Tool									\$ 7,776,741	\$ 7,351,555	\$ 6,350			
Estimated Costs - Internal Operational Cost (2010 and 2011) and Post Pilot - Full Production Implementation									\$ 1,457,671	\$ 2,245,036	\$ 11,614,650	\$ 8,281,000	\$ 8,281,000	\$ 8,281,000
Total Costs									\$ 2,128,091	\$ 9,234,412	\$ 9,596,591	\$ 11,621,000	\$ 8,281,000	\$ 8,281,000
Implementation Savings									\$ -	\$ -	\$ 12,128,333	\$ 12,128,333	\$ 12,128,333	\$ 12,128,333
CUMULATIVE														
Total Costs									\$ 2,128,091	\$ 11,362,503	\$ 20,959,094	\$ 32,580,094	\$ 40,861,094	\$ 49,142,094
Implementation Savings (Wake County - No expansion to other Counties)									\$ -	\$ -	\$ 12,128,333	\$ 24,256,667	\$ 36,385,000	\$ 48,513,333
Return									\$ (2,128,090.55)	\$ (11,362,502.55)	\$ (8,830,760.22)	\$ (8,323,426.88)	\$ (4,476,093.55)	\$ (628,760.22)
Estimated Costs									\$ 2,128,091	\$ 11,362,503	\$ 20,959,094	\$ 32,580,094	\$ 40,861,094	\$ 49,142,094
Implementation Savings (Wake County - Plus 2 other Counties similar in size) - doubling efficiency only									\$ -	\$ -	\$ 17,067,500	\$ 34,135,000	\$ 51,202,500	\$ 68,270,000
Return									\$ (2,128,090.55)	\$ (11,362,502.55)	\$ (3,891,593.55)	\$ 1,554,906.45	\$ 10,341,406.45	\$ 19,127,906.45

**Automation** In a memo received from Wake County courts, the estimated saving in resource time is 33% per case. The savings realized will not result in a reduction in work force, rather a time and efficiency savings.  
 Last calendar year 14,677 felony case were brought before Wake County. Each case takes approximately 30 minutes to research. Improving the information flow will result in improved information and better decision making.  
 Estimates are that law enforcement officers will perform 4 searches per hour. Estimating that 1/3 of Wake Counties LEO's will be in positions requiring searches, LEOs would perform 1000x4x8 or 32000 searches/day

**Cost Avoidance** The cost of a human life is estimated at 1.125 million. Computation of Human Life value requires a detailed analysis of many factors.  
 For simplicity if an individual is murdered at 35 and has 30 years of future income of which 75% is spent on his/her family then the value of the life would equal (30\*(50,000\*.75)) The value of a human life would equal 1,125,000

## **Appendix G: CJLEADS – Sample Screens**

### ***CJLEADS Login Screen***



The image shows a web-based login interface for CJLEADS. At the top is a blue header bar with the text "CJLEADS Logon". Below this, on the left, is a logo featuring a map of North Carolina divided into three vertical sections: blue with a scale of justice, white with the state seal, and red with a heart. To the right of the logo, the text "CJLEADS" is displayed. Below the logo and text, there are two input fields: "User name:" and "Password:". To the right of the "User name:" field is a link that says "Forgot your User ID? Click Here". To the right of the "Password:" field is a link that says "Forgot your User Password? Click Here". Below the "User name:" field is a "Submit" button. To the right of the "Submit" button is a link that says "Help". At the bottom of the page, there is a blue footer bar containing a disclaimer: "DISCLAIMER: BY ACCESSING CJLEADS, THE USER ACKNOWLEDGES AN UNDERSTANDING OF THE CJLEADS POLICY GOVERNING ACCESS, USE AND DISSEMINATION OF INFORMATION AND DATA AND AGREES TO COMPLY WITH THE POLICY AND TO BE SUBJECT TO ALL EMPLOYMENT, CIVIL AND/OR CRIMINAL PENALTIES FOR UNAUTHORIZED ACCESS, USE AND/OR DISSEMINATION OF CJLEADS INFORMATION AND/OR DATA."

CJLEADS Logon

CJLEADS

User name:  Forgot your User ID? [Click Here](#)

Password:  Forgot your User Password? [Click Here](#)

[Help](#)

DISCLAIMER: BY ACCESSING CJLEADS, THE USER ACKNOWLEDGES AN UNDERSTANDING OF THE CJLEADS POLICY GOVERNING ACCESS, USE AND DISSEMINATION OF INFORMATION AND DATA AND AGREES TO COMPLY WITH THE POLICY AND TO BE SUBJECT TO ALL EMPLOYMENT, CIVIL AND/OR CRIMINAL PENALTIES FOR UNAUTHORIZED ACCESS, USE AND/OR DISSEMINATION OF CJLEADS INFORMATION AND/OR DATA.

- *Available via the Web*
- *Secured for use by criminal justice professionals only*

The information provided is test data for demonstration purposes only.

## CJLEADS Search Screen

Page 1 of 1 [Judge] - Pending Training Logout Preferences Announcements Help

Alerts Search My Watchlist Reports

**Personal Identifiers**

First name:

Middle name:

Last name:

Street address:

City:

State:

ZIP:

Gender:

Age/Range:  +/-  (years)

Birth date:

**IDs**

SSN:  -  -

DL:

SID:

FBI ID:

DOC ID:

SRN:

**Cases**

Court file:  (county)

Select Reason code  Search Clear

**Offender Results**

INFORMATION PROVIDED IN CJLEADS HAS BEEN COMPILED FROM MULTIPLE SOURCE SYSTEMS. FOR DATA VERIFICATION, PLEASE REFER TO THE SYSTEM OF RECORD.

- Allows the user to enter search criteria

## CJLEADS Search Results Screen

Logout

Preferences

Announcements

Help

Alerts

Search

My Watchlist

Reports

Personal Identifiers

First name:

john

Middle name:

legal or alias

Last name:

porter

Street address:

## street name, unit ##

City:

city

State:

ZIP:

5-9 digit ZIP Code

Gender:

Age/Range:

## +/- 5 (years)

Birth date:

mm / dd / yyyy

IDs

SSN:

### - ## - ####

DL:

NC license #

SID:

SBI ID #

FBI ID:

FBI ID #

DOC ID:

DOC ID #

SRN:

Sex Offender #

Cases

Court file:

(county)

court case #

Criminal Justice - Purpose

Search

Clear

Offender Results (4)

4 search results

Filter Search results 4 of 4

JOHN JULIAN PORTER

OFA AWC

Address: 801 N OAK STREET, DURHAM, NC 27707

SSN: XXX-XX-1111 SID: NC9988776A DOC ID: 0327401 DL: NC-16400000

Birth date: 01/01/1976 Age: 34 Race: BLACK Gender: MALE

Height: 67 Weight: 219 Eyes: BLACK Hair: BROWN

View Watch

JAMES ANDREW PORTER

Address: 22 South Main Street, WAYNARD, NC 27544

SSN: XXX-XX-2222 SID: NC111111111 DOC ID: 3333333 DL:

Birth date: 01/01/1950 Age: 59 Race: BLACK Gender: MALE

Height: 55 Weight: 150 Eyes: BLUE Hair: BLACK

View Watch

JOHN C PORTER

OFA ESC

Address: East Washington Street, Wake, NC 244433

SSN: XXX-XX-3333 SID: DOC ID: 3333333 DL:

Birth date: 04/24/1967 Age: 41 Race: WHITE Gender: MALE

Height: 72 Weight: 180 Eyes: BLUE Hair: BLOND

View Watch

MARK ISSAC PORTER

CC DECEASED

Address: 1200 Southway Drive, Westover Hills, NC 27832-0000

SSN: XXX-XX-4444 SID: NC22222222 DOC ID: 3333333 DL: NC-99999999

Birth date: 04/25/1954 Age: 55 Race: BLACK Gender: MALE

Height: 71 Weight: 122 Eyes: BROWN Hair: BLACK

View Watch

INFORMATION PROVIDED IN CJLEADS HAS BEEN COMPILED FROM MULTIPLE SOURCE SYSTEMS. FOR DATA VERIFICATION, PLEASE REFER TO THE SYSTEM OF RECORD.

- Provides a list of offenders meeting the search criteria
- The Criminal Justice Professional reviews the results and selects the person of interest

The information provided is test data for demonstration purposes only.

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## CJLEADS Summary Screen

Page: [Judge] - Pending Training Logout Preferences Announcements Help

Offender info for JOHN JULIAN PORTER

**JOHN JULIAN PORTER** OFA AWC Print

SSN: XXX-XX-1111 FBI ID: 122233JB1 SID: NC9988776A Age: 34 DOC ID: 0327401 DL: NC-16400000

Summary Timeline Court Records Outstanding Jail Prison DV ComCorr Gangs Marks

**JOHN JULIAN PORTER** OFA AWC

Address: 801 N OAK STREET, DURHAM, NC 27707

Birth date: 01/01/1976

Age: 34

Race: BLACK

Gender: MALE

Height: 67

Weight: 219

Eyes: BROWN

Hair: BLACK

FBI ID: 122233JB1

SID: NC9988776A

SSN: XXX-XX-1111

DL: NC-16400000

DOC ID: 0327401

Concealed: DATA NOT AVAILABLE

SRN ID: DATA NOT AVAILABLE

Occupation:

DOC 03/30/2009 More...

<b>Outstanding Processes</b> Unserved Processes - 0 Felony - 0 Misdemeanor - 0 Infraction - 0 Traffic - 2	<b>NC Court Records</b> Pending - 2 Disposed - 64	<b>Jail</b> Current - No Previous - Yes Escaped - No
<b>Prison</b> Current - Yes Previous - Yes Escaped - No	<b>Community Corrections</b> Current - No Previous - Yes Absconded - No	<b>Domestic Violence</b> Case(s) - 3
<b>Marks / Scars</b> Yes	<b>Gang Affiliations</b> Yes	

- A summary of the individual is displayed
- Items highlighted in red alert the criminal justice professional to information that may be of importance
- The criminal justice professional may view detailed information by selecting a tab at the top of the screen or clicking on one of the boxes at the bottom of the screen

## CJLEADS Court Records Screen

[Judge] - Pending Training Logout Preferences Announcements Help

Offender info for JOHN JULIAN PORTER

JOHN JULIAN PORTER **OFA AWC** Filter search results 66 of 66 Print

SSN: XXX-XX-1111 FBI ID: 122233JB1 SID: NC9988776A Age: 34 DOC ID: 0327401 DL: NC-16400000

Summary Timeline Court Records Outstanding Jail Prison DV ComCorr Gangs Marks

☒ Case view ☐ Offense view

Case status	County	Court file #	Process type	SID	Primary offense date	Primary charged offense type	Primary charged offense	Primary convicted offense type	Primary convicted offense	Primary disposition	Primary disposition date	Last court date
PENDING	WAKE	08CR726975 +	Citation	N	06/12/2008	Traffic	DRIVE/ALLO W MV NO REGISTRATIO N			" "	" "	03/18/2010
PENDING	WAKE	08CR726974 +	Citation	N	06/12/2008	Traffic	DWLR			" "	" "	03/18/2010
DISPOSED	DURHAM	09CR48242	Warrant	Y	08/02/2009	Misdemeanor	COMMUNICA TING THREATS			DISMISSAL BY DA	09/09/2009	10/01/2009
DISPOSED	DURHAM	09CRS48241 +	Indictment	Y	08/02/2009	Felony	ASSAULT BY STRANGULAT ION	Felony	ASSAULT BY STRANGULATI ON	Guilty	01/15/2010	11/02/2009
DISPOSED	DURHAM	09CR48240 +	Warrant	Y	08/02/2009	Misdemeanor	COMMUNICA TING THREATS			DISMISSAL BY DA	09/09/2009	10/01/2009
DISPOSED	DURHAM	09CRS48239 +	Indictment	Y	08/02/2009	Felony	FIRST DEGREE BURGLARY	Felony	FIRST DEGREE BURGLARY	Guilty	01/15/2010	11/02/2009
DISPOSED	DURHAM	08CR51711 +	Warrant	Y	09/17/2008	Felony	MALICIOUS CONDUCT BY PRISONER	Misdemeanor	ASSAULT GOVT OFFICIAL/EMPL Y	Guilty	12/17/2008	12/17/2008
DISPOSED	DURHAM	08CR51710 +	Warrant	Y	09/17/2008	Misdemeanor	COMMUNICA TING THREATS	Misdemeanor	COMMUNICATI NG THREATS	Guilty	12/17/2008	12/17/2008
DISPOSED	DURHAM	08CR8408 +	Citation	N	07/26/2008	Traffic	DWLR			DISMISSAL	01/15/2010	07/16/2009

- The history summary screen provides a list of cases and information for the individual
- The criminal justice professional can “drill into” detailed case information by double clicking on a specific case



## CJLEADS Community Corrections Summary and Detail Screen

[illegible]

- *The Community Corrections summary and detail screens provide probation, parole, and post sentence release information for the individual*
- *The criminal justice professional can “drill into” a sentencing period by double clicking on a specific case*

The information provided is test data for demonstration purposes only.

## CJLEADS Timeline Screen



- The timeline screen provides a visual representation of an individual's criminal information.